Facilities and Services

2018 IS ALMOST OVER
SOMETIMES MONDAY MORNING MEMO

FROM THE AVP -

DOES A DRILL MANUFACTURER SELL DRILLS OR HOLES?

When I was in B-school at TCU, our accounting professor argued that every graduate should have a minor in business, because “We are all in business.” Consider Alfredo Acevedo, the recently selected Electric Shop Supervisor. The Electrical Shop has 13 personnel, an operating budget of $867,000, a recovery budget of $758,000, and a salary budget of $529,000. To manage these resources effectively, Alfredo needs skills in leadership, employee relations, budget management, and prioritizing workload in a higher education environment. In addition, he’d probably better know a little about electricity.

All too often in higher education, the best tradesperson is promoted to shop supervisor, the most accurate accountant to business manager, the most efficient project manager to assistant director, the most creative designer to University Architect, or the smartest engineer to the AVP of Facilities without considering their management and leadership skills, and then we wonder why we have organizational challenges. There is no such thing as a “born leader;” management and leadership are learned skills. We expect people to have formal education and experience in trades, accounting, IT, project management, architecture and engineering, but then we trust them with the most valuable assets we have – OUR PEOPLE – without additional education or training.

As a result, mistakes in basic management and leadership are made all the time and at every level.

In the April issue of Forbes, there was an interview with Ana Vazquez-Ubarri, the Chief Diversity Officer and Global Head of Talent for Goldman Sachs. This probably tells you something about the people I admire and follow, she just moved to a new position at TPG Global.

Ms. Vazquez-Ubarri said that everyone wants to grow their business, but it is more important to ask what the best investment is for growing my business – and the answer to growing your business lies in growing your people. She goes on to say:

Focus on your managers. They are the key. Developing your managers gives you a “multiplier effect.” They are closest to the line professionals, so if you train them well, you reach the broadest possible audience. They become your ambassadors of new ideas, innovative approaches, appropriate practices and positive culture. Furthermore, managers play an integral role in creating a diverse and inclusive environment for those that they manage.
To achieve that multiplier effect and grow our business at NMSU would thus mean an investment in faculty and staff, which is why FS invests in leadership and management training and why we actively support CLPD’s ALTA and Manager Training.

This also means trusting our people and empowering them to make decisions at the lowest possible level after everyone knows what the goals are. And, it means that we need to have clear roles and responsibilities and hold people accountable for results.

**A Little Clarification**

Something we work extremely hard to get right in FS is to answer the question, “What is the objective, and how will we measure whether we achieved the goal or not?” Or, as Yogi Berra said, “If you don’t know where you’re going, you might not get there.” That’s at the heart of the question above about the drill bit versus the hole.

Several newsletters back, a few folks took something we said more seriously than was intended, and the question came up as to the goal of our newsletters. First and foremost, I try to touch on items that I am asked by FS staff and address subjects that I know are on our people’s minds. Facilities and Services consists of over 320-something NMSU employees from custodians and groundskeepers to accountants to mechanics to an architect, and as a result these topics vary widely. As former Sr. VPAF Angela Throneberry said, FS is the one unit that touches every single person on campus. I get many questions about budget and staffing as well as additional questions about future projects. Even though we’re all in the same department, not everyone in one work group may know about the most current initiative in another unit, and yet another goal is to simply share information.

Over the years, folks on campus have told us that they like reading about what other departments are doing and that they enjoy our newsletter. Items of interest to FS staff may sometimes be useful to others with similar questions. Board of Regents Chair Hicks wrote to tell us that she appreciated our “**Think Differently Newsletter**” where we advocated for the **Milton Green, A No Smoking Campus**, and **Walk Only Zones**.

We are also not above offering a few self-improvement tips occasionally and hope that you read along if you enjoy our newsletter. We like to have fun and laugh at ourselves, too, and we highly recommend a little sense of humor.

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**The golden circle**

- **WHY**: the single purpose, cause or belief that serves as the unifying, driving and inspiring force for your organization
- **HOW**: the discipline to never veer from your cause, to hold yourself accountable to HOW you do things
- **WHAT**: must be consistent with WHY you do it; it is at the WHAT level that authenticity happens
Feeling that there were many misconceptions about this mechanism across higher education, a chief facilities officer at another institution and I submitted an abstract to the Center for Facilities Research and were approved for research into “Recharge and Recovery.”
https://www.appa.org/Research/CFaR/completed.cfm

After completing the peer review, we submitted our research to the committee that oversees the APPA Body of Knowledge, and we were then asked to develop a chapter. We learned last week that our section on Budget Recharge, Recovery, and Rates was accepted for publication without additional comments. We are particularly proud that our work has made it into the book of best practices (BOK).

APPA's Body of Knowledge (the BOK) - available in a searchable, digital database - develops, updates, and disseminates the foundational content required by facilities professionals at colleges, universities, schools, museums, and other nonprofit, educational organizations. Four content coordinators and APPA staff oversee dozens of writers, editors, and peer reviewers as they revise, update, and enhance the APPA body of knowledge. The project is ongoing, and updated sections are posted as soon as they are peer reviewed and approved for publication.

The digital BOK (pronounced B-O-K) will assist you in your search for professional guidance, best practices, and policies and procedures as you support the mission and vision of your educational institution. The BOK also serves as the foundational text for APPA's Institute for Facilities Management, as well as the body of knowledge you need to know as you pursue APPA's Certified Educational Facilities Professional (CEFP) credential and the Educational Facilities Professional (EFP) certificate. Learn more about APPA credentialing.

Winter Break comes this time each year
As of this past Monday, there are 38 working days left in 2018. An RFP typically posts for 14 or 21 days, an underutilized position advertises for a month, purchase orders can take a week, and vendors are preparing quotes for many other businesses besides us that are trying to get work complete by 2019. In other words, this year is pretty much in the bag. Don’t declare everything an emergency, if you have a project you really need help with, let us know early and we can request special handling when we really need it.
2019 LEGISLATIVE RECOMMENDATIONS
The New Mexico Higher Education Department (HED) has made their recommendations to the Legislative Finance Committee (LFC). The next step in the process is that the LFC makes their recommendation to the legislature, and the Department of Finance and Administration makes their recommendation to the governor – and then the legislature convenes to decide.

NMSU Las Cruces
$1.5 million - Regents Row demo
$3.0 million - Tunnel repairs

NMSU Alamogordo
$425,000 - Site improvements and lighting

NMSU Carlsbad
$750,000 - Computer building roof

NMSU DACC
$2.5 million - Infrastructure upgrades

NMSU Grants
$1.5 million - Infrastructure upgrades

Agricultural Science Centers
$3.9 million - Miscellaneous renovations for the agricultural science centers

EQUIPMENT REPAIR AND RENEWAL
There is good news in that there will be a distribution of ERR funds (Equipment Repair and Renewal) this year. The intended purpose of ER&R funds is to replace equipment in the inventory base and renew outdated computer equipment and software. Equipment purchases made with ER&R funds should most directly support the I&G functions of the University.

Juniper Hall
Construction is going well at the newly almost officially named Juniper Hall.
Bond D

Two General Obligation Bonds will provide NMSU with resources to better support our mission as a land-grant university. GO Bond B supports libraries all over New Mexico, and GO Bond D will benefit NMSU by providing state-of-the-art facilities to support education and research related to biomedical research, food science, and animal nutrition and feed manufacturing.

Our community colleges also benefit from both of these bonds.

We have yard signs supporting Bond D in the front office, please come get one if you want.

**Absentee Voting**
October 9 - November 2, 2018

**Early Voting**
October 20 – November 3, 2018

**Voter Registration for the 2018 General Election**
Must be postmarked by October 9, 2018

**Election Day In-Person Voting**
Tuesday, November 6, 7 am – 7pm

Devasthali Hall

If you have driven down University Avenue, Devasthali Hall is looking pretty impressive. Reaching the stage where the exterior walls and roof are up is a pretty significant milestone in the construction business, because many of the risks are lessened and contingency money starts to free up.

An interesting sidelight to this project is that we decided to build a new facility instead of renovating Dan W. Williams so that we could keep the existing building in operation. That’s easier said than done, however, because in this case the new building sits on top of the utility lines going to the existing building and they were a significant challenge to work around.
YE OLDE CRYSTAL BALL

As the countdown to 2019 continues, we start thinking about what we see coming down the road. We mentioned the ERR funds being restored, but those will be primarily for computers, and FS is still without a good method to make large scale purchases for trucks, lawnmowers, and specialized shop tools.

Also, different budget mechanisms require that we fund items like equity adjustments and new regulatory compliance tasks from operating funds, and this has significantly eroded our operating budget in the last ten years.

You may remember that many years ago, Internal Audit told us that FS placed too much emphasis on cost recovery, although that’s not exactly by our choice. With the budget reductions of the past few years, it seems that everyone augments their budget by charging others, and I would expect to see a significant overhaul to the budget process at some point in the future.

This is one reason that we had Hunter Consulting and Training prepare budgets, benchmarks, and staffing guidelines for custodial and maintenance as part of their study, and we have measures for every service level. We have mentioned this before, but APPA has standards for grounds, custodial, and maintenance with Five Levels of Clean for custodial.

After three straight years of around 7% budget reductions in operating funds, NMSU FS is funded and staffed for CUSTODIAL LEVEL 3 CASUAL INATTENTION across the I&G campus and almost to LEVEL 2 ORDINARY TIDINESS in residence halls, Corbett union, and Athletics where they pay extra.

This information allows for us to match budget and staffing to outcomes. Our biggest goal is to accelerate the hiring process, which contributes to the short staffing and is fairly easily remedied when we partner with HR. When we can get to the point of looking at budgets holistically and how they align with the strategic plan, we have data that will be useful.
ALAMOGORDO CAMPUS 60TH BIRTHDAY

NMSU - Alamogordo recently celebrated their 60th anniversary, and we never miss a chance to eat. We had staff present at this celebration and at NMSU - Grants.

CAUGHT IN THE ACT
**Horticulture Class**

These pictures are from Dr. Picchioni’s horticulture class and facilities staff planting flowers at the NMSU Food Court. This was a continuation from planting at Hadley Hall, and everyone had a very good time. We also planted flowers and perennial shrubs at the corner of University and Triviz. Thanks again to Dr. Picchioni and his students.
NEW SCIENCE COURTYARD

This was a nice spruce up!
WE REALLY LIKED THIS ONE

The Grounds Department enthusiastically working on Compliance Training.

MILTON ROOF RECOATING

Isaac Paz and the Structural Maintenance folks are recoating the roof at Milton with in-house staff.
SOME FORENSIC ANALYSIS IS IN ORDER
We have lost trees and limbs in storms but this pole was a first. Obviously we need to do a little investigating as to what happened and we will.

PACK 98 FUTURE AGGIES AND FIREFIGHTERS
We do several tours year-round, but during fire prevention week, we generally do a few extra. Pictured is Pack 68 and Shift B firefighters, led by Capt. Guerin. Pack 68 visited the fire station this past Thursday, October 25th. If you’ll notice each received a nice little NMSU Fire water bottle to remember their visit.
RIBBON CUTTING
This was from the ribbon cutting for Lucy Belle Ma Hall at the Grants Campus, where they also celebrated their 50th anniversary.

NOW TO SEE IF YOU’RE REALLY READING
NMSU has completed numerous studies to guide us. Our custodial and maintenance assessments told us that, “You have excessive space that costs too much to maintain.” Our KPI of staff per student tells us that we’re overstaffed, but facilities staff per GSF is much better than average.

In many areas, we have a surplus of GSF per faculty, staff, and student. In short, all the evidence we have is that NMSU is overbuilt. Low utilization of our facilities is expensive and costly, and I wouldn’t be a bit surprised if NMSU’s parking consultant reaches the same conclusion, that low utilization drives up maintenance costs to and detracts from the overall condition of the lots.

I’m sure I’ll be really popular for that comment.

MRWM and Auxiliary Services have been studying the parking inventory, utilization, and the rate model for the Parking Master Plan. There will be two Town Hall Meetings this week: Thursday, November 1, 2018 from 3:00-5:00PM and Friday, November 2, 2018 from 8:00-10:00AM in Corbett Center Student Union building, Room 104. Everyone is invited to attend one of these scheduled events. If you are unable to attend in person, here is the link for the online survey:

https://www.surveymonkey.com/r/GMHD88C.

Life is good. Hang in there.

Glen

Associate Vice President for Facilities
One Team / One Goal

OUR MISSION IS TO EFFICIENTLY PROVIDE A SAFE, WELL MAINTAINED, AND ENVIRONMENTALLY SUSTAINABLE UNIVERSITY COMMUNITY...

...AND IT TAKES EACH AND EVERY ONE OF YOU.

AND AS ALWAYS — THANK YOU FOR ALL THAT YOU DO!